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An Overlap of Knowledge Management and Business Process Management: a Systematic Literature Review

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Abstract

Although many authors (e.g., Seethamraju & Marjanovic, 2009; Antonucci, 2015; Kokkonen & Bandara, 2015; Antunes & Tate, 2019) recognize a vital role of knowledge in BPM, only a few articles study KM and BPM together. Due to the lack of attention to the topic in the existing literature, defining the scope of possible intersections between BPM and KM could bring an evolution in the research in both areas. To provide detailed grounds of the situation, we reviewed studies simultaneously focusing on KM and BPM. We used the systematic literature review method that consisted of three subsequent stages: literature search, analysis, and interpretation. The literature search goal was to form a sample of articles relevant to BPM and KM overlap. Articles simultaneously focusing on KM and BPM published in the BPM Journal and the Journal of KM were selected based on relevance to the research problem. A content analysis of selected papers was conducted to identify possible intersections between BPM and KM based on suggestions for further research and research gaps identified during the analysis. We identified themes that describe the research focusing on the overlap and connected them with concepts of BPM and KM. The analysis led to developing the framework of BPM and KM overlap and formulation of problems for further research. We found that the overlap is investigated through two main perspectives: knowledge-intensive business processes (kiBPs) and IS/ICT. The kiBPs perspective contains themes such as process-perspective knowledge mapping, KM processes and organizational learning influencing business process improvement, or process modeling influencing KM strategic alignment. The IS/ICT perspective contains themes such as Process KM systems or social BPM systems. The framework of BPM and KM overlap might be beneficial for business professionals as a guideline for selecting best practices that, once tailored to the organizational context, might increase BPM implementation efficiency and elevate BPM from the "information" level to the "knowledge" level, which will lead to the overall growth of business performance.

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Keywords – Knowledge Management, Business Process Management, overlap, review, knowledge-intensive business processes

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1 Introduction

In the face of new challenges such as the Covid-19 pandemic and global switch to remote working, the role of knowledge management (KM) drastically raises in ensuring the continuation of business processes. However, KM strongly relies on collaboration, which is restricted when employees have to work from home. In this situation, KM and business process management (BPM) become as mutually dependent as never before. Thus, the problem of KM and BPM overlap comes to the front line of the research in both fields since business professionals strive to find how to leverage both disciplines' efficiency.

Some authors (e.g., Bueren et al., 2005) consider KM to be a toolset that can only be applied to business processes. Simultaneously, other authors (e.g., Seethamraju & Marjanovic, 2009) recognize a vital role of knowledge in BPM. Although researchers attempt to develop models that integrate BPM and KM concepts, as summarized by Ranjbarfard et al. (2013), the area of research in this field remains emerging (Dalmaris et al., 2007; Stary, 2014).

Due to the lack of attention to the topic in the existing literature, defining the scope of possible intersections between BPM and KM could bring an evolution in the research in both areas. The systematic literature review is seen as the most appropriate method to answer the following research questions:

RQ1. What are the overlapping themes of BPM and KM?

RQ2. What are the relations between these themes?

To answer these research questions, we intend to achieve the following objectives:

1) Review existing research on overlaps between BPM and KM.
2) Develop a framework of BPM and KM overlap.
3) Identify potential research directions in the field of BPM and KM overlap.

The paper is organized as follows: Section 2 provides a brief overview of concepts of BPM and KM and introduces several research gaps in the field of BPM and KM overlap found in literature reviews of both disciplines. Section 3 describes the methodology and algorithm of the systematic literature review. Section 4 characterizes the sample of relevant articles quantitatively and qualitatively. Moreover, it introduces the framework of BPM and KM overlap we developed based on the content analysis of relevant papers

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and maps directions for future BPM and KM overlap research. Section 5 concludes the paper by introducing the impact and limitations of the research.

2 Theoretical Background

In the theoretical background, we conceptualize business process management (BPM) and knowledge management (KM) with particular attention to their intersections and emphasize the research gaps related to the overlap of BPM and KM specified in the recent literature.

2.1 Business process management

BPM is an integrated management methodology that includes practices aimed at changing business processes to improve organizational performance. The most frequent understanding of the BPM concept in academic literature is twofold. First, BPM could be described through a set of associated activities forming the BPM lifecycle. Several authors (e.g., Kirchmer, 2017; Dumas et al., 2018; Weske, 2019) agree that the BPM lifecycle includes business process discovery, analysis, and redesign (i.e., improvement). Second, BPM could be perceived as an organizational capability (e.g., Skrinjar & Trkman, 2013; Rosemann & vom Brocke, 2015). Rosemann & vom Brocke (2015) break down the BPM capability into six core elements: Strategic Alignment, Governance, Methods, Information Technology, People, and Culture.

Knowledge of process stakeholders, also referred to as "process knowledge" (e.g., Antunes & Tate, 2019), is considered the main component of the People element of BPM capability (Kokkonen & Bandara, 2015). Dumas et al. (2019) claim that explicit process knowledge resides in organizations' process models and process descriptions – knowledge objects that play an essential role in BPM lifecycle activities (e.g., process discovery).

Several research gaps are identified in recent literature regarding the overlap of BPM and KM. Badakhshan et al. (2019) suggest assessing the impact of agile BPM on continuous utilization of skills and knowledge of people aimed at continuous value creation. Thenakoon et al. (2018) point out several gaps in BPM training. In particular, what BPM knowledge is required in the training content and which results will BPM training produce. Zemguliene & Valukonis (2018) highlight the importance of future research in integrating external and internal information flows, including knowledge of

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stakeholders' needs, with BPM systems to support business process improvement initiatives. Roeser & Kern (2015) stress that the People factor of BPM maturity, which includes knowledge as its main component, should be researched more thoroughly in the future.

2.2 Knowledge management

Several authors (e.g., Gold et al., 2001; Chang & Chuang, 2011) perceive knowledge management (KM) as a set of infrastructure and process capabilities that lead to competitive advantage. Infrastructure capabilities include IT, organizational structure, and culture, while various KM processes present process capabilities. Authors consider knowledge acquisition (e.g., He et al., 2013), codification (e.g., Razzag et al., 2019), sharing (e.g., Wang & Wang, 2012), application/utilization (e.g., Lin & Lee, 2005), and protection (e.g., North & Kumta, 2018) as KM processes. Liyanage et al. (2009) unite most KM processes in the knowledge transfer (KT) model and stress that KT allows companies to improve business processes. However, Liyanage et al. (2009) leave the relation between KT and process performance without any examination.

Several research gaps are identified in recent literature regarding the overlap of KM and BPM. Pérez-Salazar et al. (2017) emphasize that the influence of some KM processes (i.e., knowledge creation, storage, and application) on the objectives of supply chain management (i.e., a well-known example of a business process) is under-researched. Martelo-Landroguez & Cepeda-Carrión (2019) highlight the potential of researching the influence of knowledge acquisition and protection on organizational value creation and capture, which are considered the main aims of business process execution (e.g., Dumas et al., 2019). Escrivão & da Silva (2019) suggest considering a process dimension in KM maturity models. Ramy et al. (2015) reveal the research gap in KM application in knowledge-intensive industries, which can also be analyzed via the BPM perspective. Lönnqvist & Laihonen (2016) also stress the importance of further research in managing knowledge-intensive organizations. The performance of such organizations, by definition, is strongly influenced by KM and BPM.

To sum up, there is a high demand for future research in BPM and KM overlap documented in literature reviews in both disciplines. Researchers agree on the need to integrate BPM and KM maturity models' concepts and see the potential in further research of mutual influence of KM processes and business processes improvement.

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Moreover, knowledge-intensive organizations are referred to as one of the most perspective objects for research in BPM and KM overlap since both managerial disciplines strongly influence their performance.

3 Methodology

By conducting a structured literature review (SLR), we aim to identify concepts in which BPM overlaps with KM and relations between these concepts. This section describes an SLR algorithm to ensure transparency regarding the decisions made during the review process, including literature search, extracting relevant research, and content analysis.

We decided to review scholarly articles from the Business Process Management Journal (BPMJ; ISSN 1463-7154) and the Journal of Knowledge Management (JKM; ISSN 1367-3270). As journals directly targeting BPM and KM communities, they ensure the relevance of the published materials. To cover articles that focus on overlaps between BPM and KM concepts, we have applied several search queries in Scopus and Web of Science (WoS) databases, moving from narrow to broad search definition, as presented in Table 1.

Table 1: Approach to the identification of potentially relevant papers

№	Query	Short description	Database	Results
1	TS=(“business process management” OR BPM OR BPMS) AND AK=(“knowledge” or “knowledge management” or KM or KMS) AND SO=(business process management journal OR journal of knowledge management)	BPM and KM and knowledge in BPMJ and JKM	WoS	7
2	(TITLE-ABS-KEY (“business process management” OR bpm OR bpms) AND TITLE-ABS-KEY (“knowledge management” OR kim OR kms) AND ISSN (1463-7154) OR ISSN (1367-3270))	BPM and KM in BPMJ and JKM	Scopus	12
3	TOPIC: (“knowledge management” or KM or KMS) AND TOPIC: (“business process management” or BPM or BPMS) AND PUBLICATION NAME: (“business process management journal” OR “journal of knowledge management”)		WoS	13
4	(TITLE-ABS-KEY (“knowledge management” OR km OR kms) AND ISSN (1463-7154))	KM in BPMJ	Scopus	67
5	(TITLE-ABS-KEY (“business process management” OR bpm OR bpms) AND ISSN (1367-3270))		WoS	34
6	TOPIC: (“knowledge management” or KM or KMS) AND PUBLICATION NAME: (“business process management journal”)	BPM in KMJ	Scopus	6
7	TOPIC: (“business process management” or BPM or BPMS) AND PUBLICATION NAME: (journal of knowledge management)		WoS	2

Figure 1 presents the SLR protocol we used in our research.

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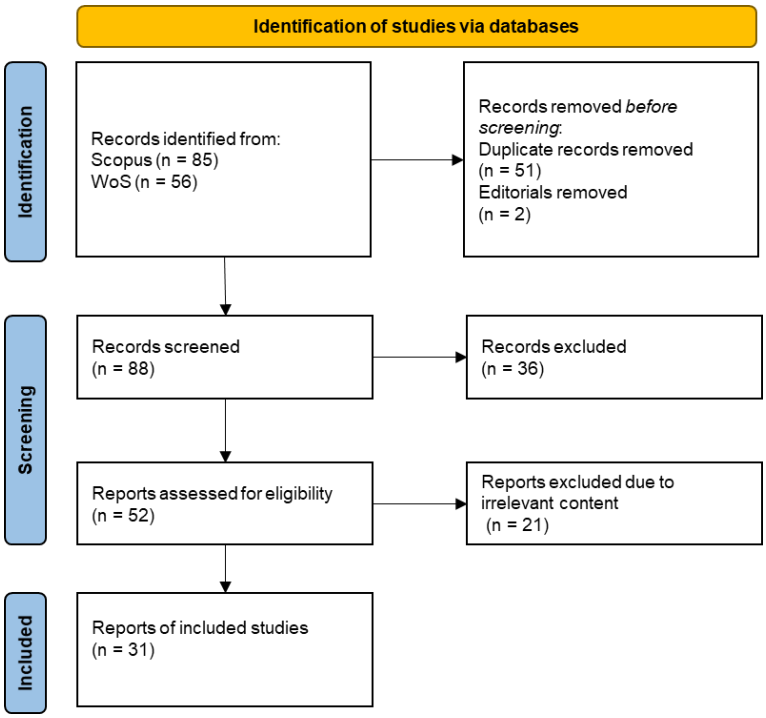
Figure 1: Systematic literature review protocol



Source: Elaborated by the authors based on Page et al. (2021)

At first, we identified 141 records from Scopus and WoS by applying queries presented in Table 1. After duplicates and editorials were removed, there were 88 papers left to construct an initial sample. Each of these papers was scanned for keywords related to KM (i.e., "knowledge management") and BPM (i.e., "business process" and "process management"). 36 papers were excluded from the sample because they do not contain these keywords in the main text. 52 papers left after scanning were read more carefully, and 21 were classified as irrelevant to the topic after reading. Thus, we concluded the literature search by including in the final sample 31 papers that we considered relevant.

4 Findings

This section characterizes the sample of relevant papers quantitatively by source, year, and method (see sub-section 4.1) and qualitatively by introducing and describing the most common themes referred to in relevant papers (see sub-section 4.2). Then, the framework of BPM and KM overlap is presented in sub-section 4.3, leading to the identification of directions for further research presented in sub-section 4.4.

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4.1 Quantitative results of research

The final sample of 31 relevant papers includes 25 papers from the Business Process Management Journal (BPMJ) and 6 papers from the Journal of Knowledge Management (JKM). As shown in Figure 2, the interest in BPM and KM overlap first appeared in 2003. Around 2 papers per year were dedicated to the topic from 2003 to 2009. After a decrease in the interest to the topic from 2010 to 2014, the recent research stage in BPM and KM overlap started in 2015. The maximum interest in the topic was registered in 2019 when 5 relevant papers on the topic were published.

Figure 2: Relevant papers by year

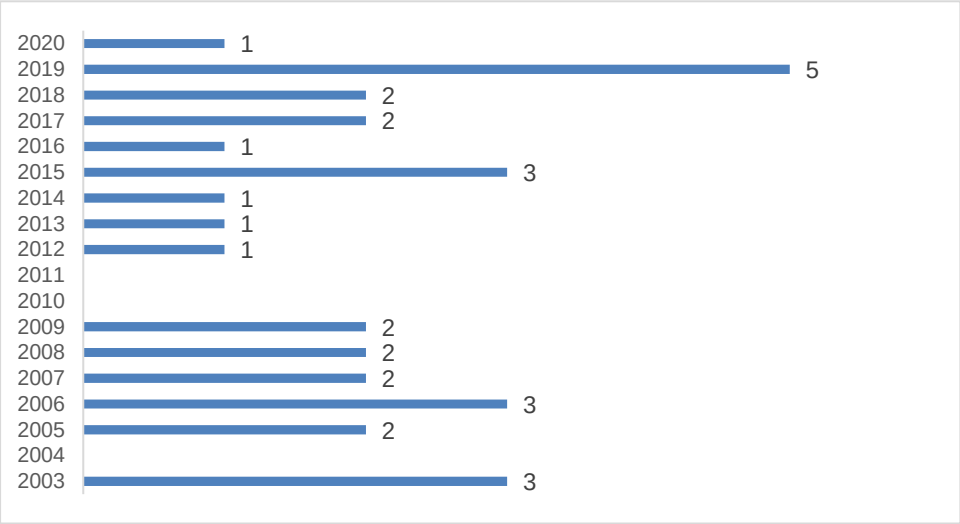
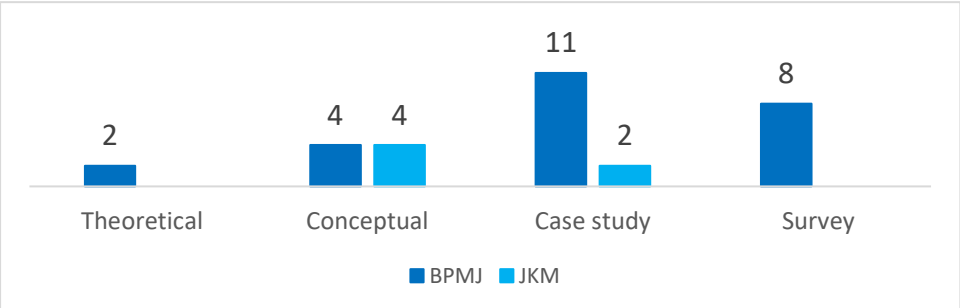


Figure 3 shows the distribution of relevant papers by a method. Theoretical papers (i.e., Marjanovic, 2005; Szelagowski & Berniak-Wozny, 2019) critically analyze existing concepts, while conceptual papers (e.g., Capuano et al., 2008; Sarnikar & Deokar, 2017) introduce new ones (without validating them). Case studies (e.g., Stary, 2014; Rengiha et al., 2016) test introduced concepts qualitatively, while surveys (e.g., Aureli et al., 2019; Nguyen & Harrison, 2019) utilize quantitative analysis of data collected via questionnaires.

Figure 3: Relevant papers by a method



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As seen from Figure 3, papers from the JKM primarily focus on developing new concepts and sometimes include qualitative validation (i.e., Papavassiliou & Mentzas, 2003; Stary, 2014). Simultaneously, papers from the BPMJ mainly focus on qualitative and quantitative validation of developed concepts.

4.2 Qualitative results of research analysis

The content analysis allowed us to reveal 9 main themes in the relevant papers: learning, natural integration, business process improvement (BPI), KM processes, KM strategic alignment, process modeling, process-perspective knowledge mapping, IS/ICT, and knowledge-intensive business processes (kiBPs). As seen in Table 2, these themes were appearing in relevant papers with different densities.

Table 2: Themes in sample

Rank	Source (N = 31)	Number of themes (Total = 9)	kiBPs (+/-)	IS/ICT (+/-)
1	Sarnikar & Deokar, 2017	6	+	+
2	Bueren et al., 2005	3	+	-
3	Chión et al., 2019	3	+	-
4	Kalpič & Bernus, 2006	3	+	-
5	Ranjbarfard et al., 2013	3	+	-
6	Seethamraju & Marjanovic, 2009	3	+	-
7	Silva & Rosemann, 2012	3	-	+
8	Al-Sa'di et al., 2017	2	+	-
9	Apostolou & Menstaz, 2003	2	+	-
10	Aureli et al., 2019	2	+	-
11	Chatzoudes et al., 2015	2	+	-
12	Dalmaris et al., 2007	2	+	-
13	Liao & Bernes, 2015	2	+	-
14	Mahoomadzadeh et al., 2019	2	+	-
15	Marjanovic, 2005	2	+	-
16	Papavassilou & Mentzas, 2003	2	+	-
17	Rehman & Iqbal, 2020	2	+	-
18	Szelagowski & Berniak-Wozny, 2019	l2	+	-
19	Zhang, 2018	2	+	-
20	Kang et al., 2003	2	+	-
21	Stary, 2014	2	-	+
22	Adamides & Karacapilidis, 2006	2	-	+
23	Lavikka et al., 2015	2	-	-
24	Nguyen & Harrison, 2019	2	-	-
25	Rangiha et al., 2016	1	-	+
26	Andriani et al., 2019	1	-	-
27	Capuano et al., 2008	1	-	-
28	Dezi et al., 2018	1	-	-
29	Lee et al., 2007	1	-	-
30	Macris et al., 2008	1	-	-
31	Ungan, 2006	1	-	-

Source: Elaborated by the authors

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In Table 2, the kiBPs theme is distinguished to the separate column since it can be perceived as a perspective through which most of the other themes can be examined. The IS/ICT theme cannot be perceived through the kiBPs perspective and thus distinguished in a separate column.

The term kiBPs is also referred to as dynamic (Szelagowski & Berniak-Wozny, 2019), emergent (e.g., Marjanovic, 2005), semi-structured, ill-structured, and unstructured (e.g., Kalpič & Bernus, 2006) processes. These processes are characterized by high complexity and knowledge intensity (e.g., Aureli et al., 2019). The examples of kiBPs are innovation process (e.g., Al-Sa'di et al., 2017), coordination process (e.g., Marjanovic, 2005), creative problem-solving process (e.g., Aureli et al., 2019), customer relationship management (CRM) process (e.g., Bueren et al., 2005), and knowledge management (e.g., Apostolou & Mentzas, 2003; Rehman & Iqbal, 2020).

Relevant papers that include the IS/ICT theme refer to Process-oriented KM systems (PKMS) and social BPMS (sBPMS). In recent years, several studies (e.g., Kang et al., 2003; Marjanovic, 2005; Mahmoodzadezh et al., 2009; Stary, 2014) focused on the integration of KM systems (KMS) and BPM systems (BPMS). Sarnikar & Deokar (2017) summarized previous findings regarding the integration of BPMS and KMS under the concept of PKMS. Rangiha et al. (2016) define social BPM as "the engagement of relevant stakeholders throughout the BPM lifecycle by utilizing social software features." Once involved in BPM, process stakeholders share process knowledge and collaborate on different BPM lifecycle stages such as process improvement and execution (e.g., Rangiha et al., 2016) and business process modeling (e.g., Adamindes & Karacapidilis, 2006; Silva & Rosemann, 2012). Such involvement is typically conducted via specially set BPMS, which we call social BPMS (sBPMS).

4.3 Framework of BPM and KM overlap

Based on the content analysis of the relevant papers, we suggest a framework that can be used to structure current and future research in overlapping themes of BPM and KM. As presented in Figure 4, the framework is constructed using themes revealed during the content analysis. The framework includes two perspectives (i.e., kiBPs, and IS/ICT) and encounters three types of relationships between BPM and KM: BPM influences KM, BPM is influenced by KM, and BPM and KM mutually influence each other.

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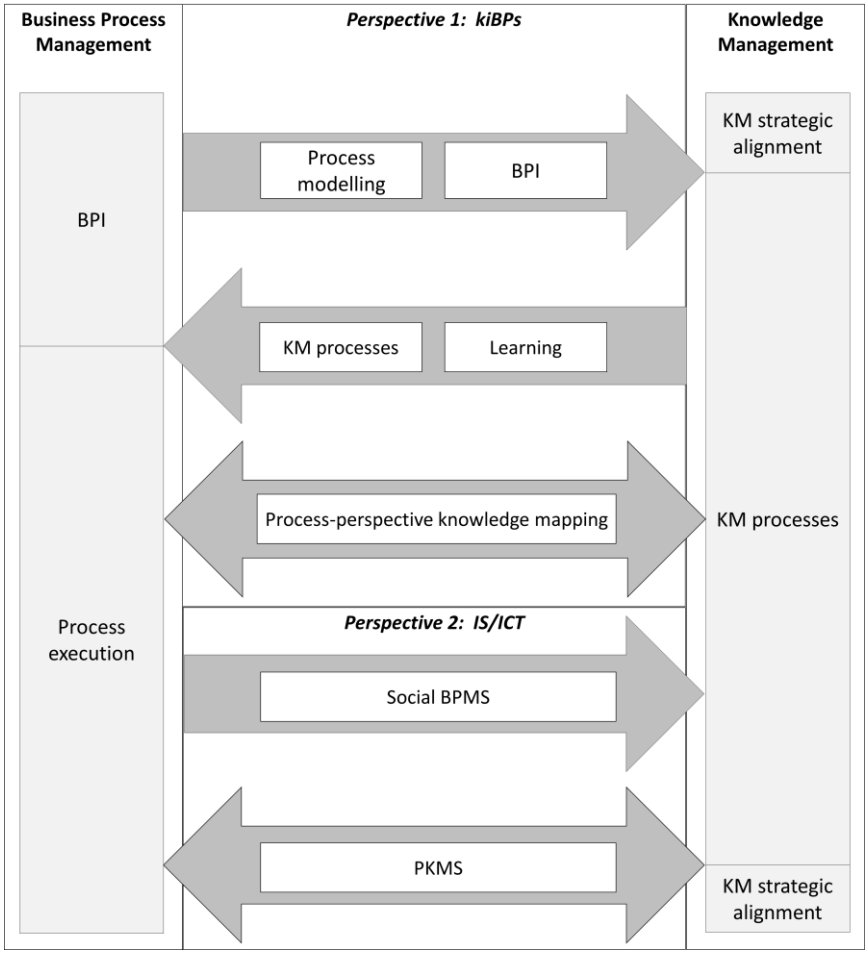
Figure 4: Framework of BPM and KM overlap



Source: Elaborated by the authors

From the perspective of kiBPs, there are three types of relationships between BPM and KM: BPM influences KM, BPM is influenced by KM, and BPM and KM mutually influence each other.

Lavikka et al. (2015) and Zhang (2018) highlight the positive impact of process modeling on knowledge sharing (i.e., KM process) and thus allow us to conclude that BPM positively influences KM processes. This statement is proved by Dezi et al. (2018) and Lavikka et al. (2015), who discovered an increasing interest in the link between BPM and ambidextrous KM processes, which include exploitation of existing internal knowledge (Lavikka et al., 2015) and exploration of new external knowledge (e.g., Liao & Bernes, 2015; Nguyen & Harrison, 2019). Moreover, some authors (e.g., Kalpič &

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Bernus, 2006) highlight the facilitating role of BPM concerning externalization and internalization of knowledge – components of the SECI model developed by Nonaka & Takeuchi (1995). BPM also positively influences KM strategic alignment. Andriani et al. (2019) claim that business processes align KM strategy with the enterprise's business strategy.

Chión et al. (2019) stress that KM processes (i.e., knowledge acquisition, knowledge creation, knowledge sharing, and knowledge application) have a positive influence on the effectiveness of the business process improvement (BPI) activities. Several authors (e.g., Dalmaris, 2007; Seethmaraju & Marjanovic, 2009; Ranjbarfard, 2013; Nguyen & Harrison, 2019) provide evidence for the reliability of this relationship. However, the prevailing research trend in this field is to focus explicitly on knowledge sharing, ignoring other KM processes. For instance, the findings of Chión et al. (2019) and Aureli et al. (2019) confirm the significant effect of knowledge sharing on process improvement. Moreover, Mahmoodzadezh et al. (2009) claim that KM is a significant critical success factor for business process outsourcing. In other words, KM processes positively influence process execution.

In recent research, special attention is given to KM support of knowledge-intensive business processes (kiBPs) provided via KM processes such as knowledge sharing, knowledge collection, and knowledge reuse (Marjanovic, 2005; Sarnikar & Deokar, 2017). Another direction of KM support is learning (e.g., Sarninkar & Deokar, 2017; Lavikka et al., 2015), and several models were developed in this regard (e.g., Stary, 2014; Capuano et al., 2008). Several authors (e.g., Sarnikar & Deokar, 2017; Aureli et al., 2019) agree that the amount of KM support should grow with the growth of knowledge-intensiveness of the business processes. In other words, the strength of KM processes on process improvement and execution rises along with the knowledge intensity of the business processes. This statement is confirmed by Seethmaraju & Marjanovic (2009) and Chión et al. (2019), who define business process improvement as a kiBP.

Process-perspective knowledge maps (Kang et al., 2003) integrate knowledge mapping and process modeling. Reflecting on the fact that knowledge is deeply embedded in business processes (e.g., Macris et al., 2008; Ranjbarfad et al., 2013; Szelagowski & Berniak-Wozny, 2019), produced and consumed during the business process execution (Sarnikar & Deokar, 2017), process-perspective knowledge maps deal with with the knowledge specific to the particular task of the business process.

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Process-perspective knowledge maps raise awareness of KM resources within knowledge workers who execute these processes, which is an essential factor in better utilization of KM resources (Sarnikar & Deokar, 2017). On the one hand, this fact can be interpreted because process-perspective knowledge maps support knowledge application/utilization (i.e., KM process). On the other hand, they increase the efficiency of process execution.

From the IS/ICT perspective, we identified two types of relationships between BPM and KM: BPM influences KM, and BPM and KM mutually influence each other.

Chatzoudes et al. (2015) claim that collaboration enabled by sBPMS positively influences KM. Silva & Rosemann (2012) and Rangiha et al. (2016) especially highlight the role of sBPMS in leveraging knowledge sharing (i.e., KM process).

PKMS simultaneously affect KM and BPM. According to a summary by Sarnikar & Deokar (2017), PKMS support KM processes, including knowledge acquisition, creation/codification, sharing, application/utilization. Moreover, Stary (2014) highlights the role of knowledge repositories, which "allow reconfiguring previously produced [knowledge] and tie [it] to running codification schemes and business processes" and thus stresses the fact that PKMS support another KM process – knowledge protection. Moreover, Sarnikar & Deokar (2017) stress that PKMS allows for incorporating KM processes' performance measures, ensuring their alignment with objectives of business processes. In other words, PKMS support KM strategic alignment.

As for the influence of PKMS on BPM, Sarnikar & Deokar (2017) claim that PKMS personalize the delivery of knowledge to process and ensure accessibility of knowledge sources, which positively influences process execution.

4.4 Analysis of research gaps

We clustered suggestions found in the sample to identify existing research gaps and critically evaluated the framework of BPM and KM overlap described in the previous section. Since research on BPM and KM overlaps is fragmented, many authors highlight the need to prove existing overlaps in various settings: (a) for different industries (Al-Sa'di et al., 2017; Dezi et al., 2018; Chión et al., 2019; Nguyen & Harrison, 2019; Aureli et al., 2019; Andriani et al., 2019), (b) for different organizational settings (Zhang, 2018), (c) for different processes (Capuano et al., 2008; Ranjbarfard et al., 2013), and (d) for different control variables (Al-Sa'di et al., 2017; Chión et al., 2019).

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Moreover, we identified several directions for future research that we consider the most perspective in their ability to accelerate the research of BPM and KM overlap in topics such as kiBPs, KM processes, and formalization of KM and BPM overlap.

Talking about future directions in kiBPs, Ranjbarfard et al. (2013) see the need to classify kiBPs. Moreover, Bueren et al. (2005) and Dalmaris et al. (2007) draw attention to the development of kiBPs performance measures. At last, Marjanovic (2005) suggests further investigate different aspects of KM support of kiBPs.

As for KM processes, Seethmaraju & Marjanovic (2009) stress the importance of researching transferring KM processes from one BPI project to another. Lavikka et al. (2015) suggest identifying barriers for exploitative and explorative KM processes and continuing researchings KM processes from the organizational ambidexterity perspective.

At last, Szelagowski & Berniak-Wozny (2019) stress that current BPM maturity models should be adopted to capture aspects of kiBPs management. In other words, the authors suggest formalizing the overlap of BPM and KM in the form of maturity models and encountering structured and knowledge-intensive business processes when estimating organizational maturity in BPM.

Two additional directions for further research were also identified after critical examination of the framework of BPM and KM overlap. First, most of the relevant sources from the researched sample focus on knowledge sharing omitting other KM processes. This fact is also noticed by Lee et al. (2007), Liao & Barnes (2015), and Al-Sa'di et al. (2017). Therefore, studying the influence of knowledge acquisition, knowledge creation, knowledge application, and knowledge protection on the process improvement and linking KM processes with stages of BPM lifecycle (i.e., process discovery, process analysis, and process enactment) are seen as perspective directions for further research. This research direction is also suggested.

Second, most analyzed sources (e.g., Lavikka et al., 2015; Zhang, 2018) primarily focus on factors that influence knowledge sharing and do not pay any attention to critical success factors of other KM processes. Therefore, studying the influence of various critical success factors, including BPM activities (e.g., process discovery, process modelling) and social BPMS on knowledge acquisition, knowledge creation, knowledge application, and knowledge protection, is considered a direction for further research.

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5 Conclusion

By conducting a systematic literature review on the overlap of BPM and KM, we developed the framework for BPM and KM overlap and mapped directions for future research. Although the framework is grounded in theory, we consider explicit focus on scholarly articles from the Business Process Management Journal and the Journal of Knowledge Management the main limitation of our systematic literature review. Although this allowed us to ensure targeted identification of relevant papers, the explicit focus on two journals led to a narrow sample of 31 papers. This data insufficiency led to the high level of abstraction in the framework of BPM and KM overlap. To overcome the limitations mentioned above, in future research, we plan to expand the sample by including other scientific journals, using backward and forward searches, and updating our search queries with keywords revealed in this systematic literature review. This will allow us to extend the framework of BPM and KM overlap and investigate overlapping themes for both disciplines on lower levels of abstraction.

Nevertheless, our paper contributes to BPM and KM fields in two ways. First, the framework might serve as a starting point for researchers interested in investigating the relationship and overlaps of BPM and KM. Second, we identified problems for future research in BPM and KM that could be followed to extend the current body of knowledge in the field. The framework of BPM and KM overlap might also be beneficial for business professionals as a guideline for selecting best practices that, once tailored to the organizational context, might increase BPM implementation efficiency and elevate BPM from the "information" level to the "knowledge" level, which will lead to the overall growth of business performance.

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